

THE CORNELL HOTEL & RESTAURANT ADMINISTRATION QUARTERLY

This magazine is also indexed by subject each year in its Bibliography, published in the August (No. 2) issue. Volumes 1-13 are available on microfilm at \$6 per volume or \$75 per complete set.

Table of Contents for Volume 13

May 1972 • Vol. 13, No. 1

SAFETY AND SECURITY

Improving Hotel Security, *Thomas W. Lisante*, Director of Security, New York Hilton. Categories of hotel criminality are analyzed and a program is outlined for crime prevention. 2-10.

Others Speak on Hotel Safety. Precautions that management should take to reduce thefts and provide for guest safety. 10-11, 31.

Are you Controlling Employee Theft? *Dr. Howard Schwartz*. A checklist of precautions that help control employee dishonesty. 12.

Lighting for Security, *Abe H. Feder*, Lighting by Feder. Light helps deter crime. New light bulbs are available for safe lighting which is also decorative. An "umbrella of light" is recommended for large areas. 13-21.

Accidents — The Profit Thief, *A. J. Saret*, I.T.T.-Canteen Corporation. Rising accident insurance and workmen's compensation costs — not to mention interrupted work flow — are costly. Accident analysis and safety training can help avoid accidents. The Occupational Safety and Health Act of 1970 (OSHA) makes job safety mandatory. 22-30.

Tested Quality Recipes: Sweet-Sour Lamb Chops and Mennonite Chicken. Insert between 32-33.

Legal Requirements for Food Safety, *Curtis R. Joiner*, Deputy Regional Food & Drug Director, Food & Drug Administration, Buffalo, N.Y. Microbiological and environmental hazards to food safety are reviewed, along with legal measures enforced to assure food safety. 33-36.

Bacterial Contamination of Food, *Dr. James C. White*, Cornell University. Foodborne diseases are described and their means of prevention discussed. 37-42.

Today's Food Production Systems, *Dr. L. J. Minor*, Michigan State University. The means of automating food service production are described and illustrated case histories of five large organizations are presented. 43-56.

Second-Generation Reconstitution Systems, *Dr. G. E. Livingston and Dr. Charlotte M. Chang*, Food Science Associates. The basic concepts of heat reconstitution are first presented and then the progress in food heating equipment is reviewed. 54-64.

The Behavior of Eating, *Dr. D. A. Levitsky*, Cornell University. The human brain has a "trigger" that controls eating behavior. Fat cells in the body are related to this trigger. 65-67.

A New Plan for College Food Service, *John C. Birchfield*, University of Tennessee. College students now have many optional food plans. To encourage them to buy food contracts, food must be appealing, economical, served fast and in good social atmosphere. How to do so and break even is covered. 68-75.

The Army's New CAFE, *Robert S. Smith*, Natick Laboratories. The former army chow-line was converted to civilian type food service in a pilot test and KP was abolished. The G.I.'s loved it. Costs were kept in line. Now the entire military plans to convert to the new system. 76-81.

New Tax Laws Can Benefit You, *John D. Lesure, C.P.A.*, Lavenhol Krekstein Horwath & Horwath. The Revenue Act of 1971 provides many new tax breaks for business and individuals. How these apply is reviewed. 82-86.

Price Increases Under Phase II, *Dr. John M. Welch*, University of Missouri. A formula is presented with which restaurant operators can justify price increases. 87-89.

Hotel/Motel Room Rates, *Dr. Norman G. Cournoyer*, University of Massachusetts. High hotel room rates may result in lower gross sales and less net profit. 90-93.

Security Laws and Rental Condominiums, *Patrick J. Rohan*, St. John's University School of Law. A review of federal regulations on rental condominiums as securities. 94-99.

Reviews. 100-104.

August 1972 • Vol. 13, No. 2

RESEARCH ISSUE

Now comes the Value-Added Tax, *Dr. William Kaven*, Cornell University. The proposed U.S. value-added tax is examined in the light of the experience of European countries and its effect on the hotel and restaurant industries. 2-8.

Chicago's Business Travelers, *Henry L. Dursin*, Opinion Research Corporation. 690 business travelers from 45 states and 16 foreign countries were interviewed to learn the purpose of their trips, how they made their airline and hotel reservations, and why they chose the hotels they stayed in. 9-12.

The Franchise Agreement, *Dr. Gerald G. Udell*, University of Wisconsin at Whitewater. 172 franchise contracts are analyzed, producing 167 different provisions for which the frequency is reported. 13-21.

First Aid to "Sick" Hotels, *A. Carmi Gamoran*, Helmsley-Spear, Inc. The recession of the 1970s resulted in bankrupt hotels and motels, some of them new. The reasons for failure are summarized and three case studies are presented. 22-24.

Health Food on the Campus. About 10% of the nation's college students are demanding health food. First, the various diets are discussed along with nutrition; then the program at Yale University is presented. 25-28.

Serving Frozen Rib Eye, *Dr. Clinton L. Rappole*, Cornell University. This research reports the use of a microwave oven to successfully reheat roast rib eye from the frozen state. 29-32.

Tested Quality Recipes: Frozen Roast Rib Eye and Osso Bucco Milanese (Insert between 32-33)

Food Facts and Fads, *Dr. W. Frank Shipe*, Cornell University Inc. Public information about food's freshness and nutrients is often misleading. This article presents scientific facts and also deals with packaging and pollution. 33-38.

Should You Install a No-Iron Laundry? *Paul Schweid*, president, Victor Kramer Co. The pros and cons of installing and operating a no-iron laundry in hotels is reviewed. 39-43.

Reviews. 44, 113-115.

Bibliography for Hotel and Restaurant Management and Related Subjects, *Katherine R. Spinney, B.A., B.L.S.*, Cornell University. Topical key to publications in the trade press for 1971. 47-112.

November 1972 • Vol. 13, No. 3

50th ANNIVERSARY ISSUE

American Pleasure Travel. The market for American pleasure travel, both domestic and international, is analyzed by age groups, incomes, and life-styles. Package plans, camp trailers, and condominiums are reviewed. 2-18, 37-45, 53.

A Model Critical Path Method for the Development Stage of a Resort Hotel Condominium, *Peter M. Gunnar, President*, Condominiums Northwest, Inc. Development stages are programmed against time to cut costs for S.E.C.-registered projects. Two-color chart. 17-20.

An Architect's Portfolio: The Design of Resort Hotel Condominiums, Herbert W. Riemer, Partner, Morris Ketchum, Jr. & Associates. The prerequisites for good site development are discussed and then five schemes for architectural layout of units are diagramed and discussed. 21-36.

Tested Quality Recipes: (Frozen cooked) Cornish Hen with Peaches and Steak and Kidney Pie (Insert between 32-33)

Trends in Travel Market Segments, Alexander L. Biel, Senior Vice President, Ogilvy & Mather, Inc. Today's pleasure travel market is segmented because of four general social trends. 46-49.

Leisure as "Disposable Time," Edward J. Mayo, University of Notre Dame. The concept of leisure as free time is exploded. Most people must choose among alternatives. 50-53.

The Missing Dimension in Travel Sales, E. D. Wohlmuth, Executive Vice President, Admiral Travel, Inc. Mailings to travel agents are covered, including the new catalogs which replace rack folders. The travel agent "prescribes" vacations for his clients. 54-60, 64.

Tourism: Private Benefits vs. Public Cost, James L. Hamilton III, Acting Assistant Secretary of Commerce for Tourism. Tourism is viewed as mixed blessing by the host community with some justification. 61-64.

A New Look in Social Tourism, Dr. Donald E. Lundberg, University of Massachusetts. State governments, with federal assistance, are building deluxe accommodations in state parks. So are the Indians living on reservations. 65-74.

Indian Reservations Promote Tourism. Indian tribes have latched onto tourism as a means of economic survival, with federal assistance. 75-77, 92.

Profit Planning: The Continuing Feasibility Study, Robert W. Lee and Earl W. Powell, Peat, Marwick, Mitchell & Co. How to plan and control processes to insure a profit. 79-86.

Franchising: New Regulatory Patterns, Dr. Robert J. Emmons, Institute for Advance Planning. How franchising is affected by new state and federal regulatory measures. 87-95.

Reviews. 96-99, 86.

50th Anniversary Dinner, School of Hotel Administration, Cornell University. 100 and Editorial.

February 1973 • Vol. 13, No. 4

NEW CONCEPTS

Computers in Hotels — 1973, Prof. Thomas M. Diehl, Cornell Hotel Research & Development. Considerable progress is being made by several major manufacturers and hotels. 2-22.

A Cost Allocation System for Hotels, John D. Leisure, C.P.A., Laventhal Kreskstein Horwath & Horwath. A new accounting approach to justify price increases. 23-30.

Financing Hotels and Motor Inns, Donald E. Whitehead, President, Hotel Enterprises, Inc. Where to find money. 31-34.

New Windows for Guest Rooms, Prof. Richard H. Penner, Cornell University. The window wall must be covered with drapes most of the time, may lack a view, and is costly for energy to heat and aircondition. A grid screen approach is presented for daylight and outdoors contact, adapted to different exposures. 35-45.

Guest Room Design, Marjorie Hill, Laventhal Kreskstein Horwath & Horwath. How to adapt room furnishings to guest preferences. 46-51.

AH&MA Holds 61st Annual Convention. 52, 104-7.

New Materials for Room Decor, Marilyn Motto, B.S., N.S.I.D. Herculon olefin fibers can be used for carpets, wallcoverings, upholstery, and drapes, and are extremely durable and flame-proof. Vinyl wallcoverings have many advantages. 53-57.

Hotel and Restaurant Lighting, Eino Lampi, Oy Airam Ab. A Finnish lighting consultant describes new lamp bulbs and how to achieve decorative effects. 58-64.

Resort Hotel Condominium Operation — Golf Host International's Innisbrook. The ingredients for successful operation. 65-73.

Serving the "Solid Gold" Market — New York's "21" Club. How a public restaurant has maintained its reputation as the "club's club" for 50 years. 74-84.

Restaurant Merchandising — Chicago's Blackhawk. Starting as a continental-style restaurant in 1920, the Blackhawk has been successively a dinner-dance night club, a limited-menu steakhouse featuring showmanship, and has recently branched out to the suburban markets. 85-94.

Walt Disney World's Wonderful Year — \$139 Million Gross. Allen Hubsch, Director of Lodging and Food Service, tells a Cornell class how Disney World did it. 95-99.

French Anciens Eleves Visit Cornell University. Alumni of French hotel schools pay a friendly visit. 100-101.

Cooking Lessons Build Off-season Hotel Business. Four hoteliers of Dieppe, France, concoct a successful package plan. 102-103.

U.S. Military Food Service Program. 103.

Reviews. 108-112.

Statler Advancement Program, Phase II. A review of an effort to upgrade blacks to managerial jobs through conference sessions. 110.

The Cornell Hotel and Restaurant Administration Quarterly
STATLER HALL CORNELL UNIVERSITY ITHACA, NEW YORK 14850
PUBLISHED IN FEBRUARY, MAY, AUGUST, AND NOVEMBER.

MARKETING THE FULL HOUSE

C. DeWitt Coffman

Edited by Professor H. J. Recknagel

A 368-page, completely updated book, based on the best seller **THE FULL HOUSE.** It explains today's travel markets, and how to design or renovate your hotel or motel to serve these markets. Then it tells you how to promote to these markets and how to keep people coming back. Most important, it tells you how to operate *profitably*. \$10. Outside U.S.A., \$10.50

Make checks payable to the Cornell H.R.A. Quarterly

A₂
ting

ead,
-34.

ner,
with
for
n is
ffer-

For-
ues

I.D.
ngs,
me-

AB,
and

mu-
ion.

club.
the

ting
has
menu
atched

rost.
lls a

i of

liens
-103.

ffort
ses-